

A Board Member's Biggest Worry: What Are We Missing?

We Clear Away the Blind Spots. Health care board members carry enormous responsibility. They must be current on healthcare trends, understand regulatory compliance, and navigate market dynamics. In today's turbulent climate, they must assimilate new agendas. Explore new partnerships. Evaluate new models of care. Understand new ways to meet the value equation.

What if something important slips by? Consequences for board members, the executive team, and the organization can be heavy in today's complex regulatory environment.

Your trusted advisors at Yaffe & Company offer decades of experience as health system CEOs and board members themselves. We foster healthy relationships between boards and management teams. We align goals and perspectives. We provide a road map to guide you from vision to reality.

Trust our team to help you see more clearly.



We Offer Insight.

Board Dynamics and Decision Making Program

Is the Board constructively discussing issues and building consensus? Are decisions rubber stamped, or controlled by a select few? Are committees effective, or obsolete? This program tests the effectiveness of the Board, and its ability to make clear, focused decisions.

Goal Alignment / Performance Incentives Program

Does your organization clearly align strategic objectives, operational performance, and executive performance incentives? We offer a package of work that coordinates these components. Your Board members can be confident that you will achieve specific and measurable performance standards that truly align with the highest priorities of the organization.

Strategic Horizon Workshop

Is the Board confident that key current and projected environmental opportunities and threats are being appropriately addressed? We work with the Board and the management team to conduct an analysis of the strategic horizon, so everyone can move forward with balanced assurance.

Blind Spot Challenge

What blind spots may the Board and Management Team be experiencing in the strategic planning process? We offer a facilitated group session to identify whether anything is missing. We then address why some things may be obscured, and guide the leadership to comprehensively "see" strategic priorities.

Strategic Interviews

How healthy is the working relationship between the Board and Management Team? Board Assessments and individual Self Assessments are valuable tools to evaluate this, but standard question formats can only reveal a certain level of understanding. Our personal strategic interviews, conducted by experienced senior consultants, reach a deeper level of understanding of issues, relationships, and group dynamics.

Board Succession Planning

Is your Board comprised of the right blend of skills, experiences, community involvement, and leadership? We effectively facilitate Board member transitions through a well-planned Board succession and development plan, ensuring that the required talent needed to navigate critical and sensitive issues is always in place.

Board Self-Assessment & Leadership Development

Are your board members properly equipped to help lead your organization? Board and Committee Chairs are critical to an organization's success, but often, these leaders come from other industries and experiences. We offer gap analysis, formal orientation, and coaching, so your leaders perform at their full capacity.

The Yaffe & Company Governance Advisory Team



PRACTICE LEAD

Bob Colvin

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Bob Colvin has more than 25 years of experience leading hospitals and health systems. These include a 500+ bed academic medical center, for-profit facilities, suburban facilities, and small rural hospitals. He has operated a large multi-specialty physician care group, regional ambulance services, home health agencies, and community primary care clinics. He has also served as a Group Vice President for Quorum Health Resources (QHC). Bob has served on the American Hospital Association's Metropolitan Governing Council, and has also chaired both the Georgia and the Idaho Hospital Associations. He is a Fellow in the American College of Health Executives, and he has received the prestigious NOVA award from the AHA for his work in healthcare for the homeless.



Alexander Yaffe

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Alexander Yaffe began working at Yaffe & Company, Inc. in 2001. Alexander has held a number of roles during his career there, and in 2013 was promoted to President & Chief Executive Officer. As the second-generation leader of Yaffe & Company, he continues to advance the firm particularly through improved use of information technology and complimentary service lines. In addition to consulting with clients, Alexander has been participated in expert panels on various topics, and has led Board education programs nationally. He lives in Baltimore, Maryland with this family.



Keith Fenstermacher

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Keith Fenstermacher is the retired CEO of Faxon-St. Luke's Healthcare in Utica, NY. He was named president and CEO of Faxon Hospital in 1982, and during the following 26 years he led the consolidation of three hospitals to form the Mohawk Valley Network system. During his tenure, he managed a successful financial turnaround, restructured the hospital and system governing boards, plus implemented succession planning and leadership development programs. He and his wife live in New Hartford, New York.



Warren Green

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Warren Green served as President and CEO of LifeBridge Health, a three-hospital regional health care system in Baltimore, Maryland, which was named as one of the Top 100 Employers in America by Fortune Magazine during Warren's tenure there. Prior to his role at LifeBridge, Warren also served as President and CEO of Sinai Hospital of Baltimore, and of hospitals in Minneapolis, St. Paul, and Philadelphia. He has served on more than five non-profit boards, chaired the Compensation Committee of the Maryland Hospital Association, and serves as the Commissioner of Maryland Public Broadcasting. He and his wife live in Owings Mills, Maryland.



John K. Tolmie

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John K. Tolmie joined Yaffe & Company in 2016 as Senior Vice President and as a Senior Consultant. John is also CEO of TTG Healthcare. John has served in executive positions in healthcare, including 15 years as CEO of nonprofit hospitals and health systems. In his role John has established the vision, strategic direction, operational oversight, leadership development, quality services, strategic partnerships, and fulfilling the mission of the communities served. John has extensive board experience, as both CEO and board member of many organizations. He and his wife live in Baltimore, Maryland.